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Book Department

Waste in Industry. Published by the Federated American Engineering Societies. Pp. 406. Price, \$4.00. New York: McGraw-Hill Book Co. Inc., 1921.

The conclusions of this report ought to dampen the enthusiasm of the most outstanding believer in the reputed efficiency of American industry. Many of its findings have been known to a select few for some time and many of its recommendations have been previously made by specialists. Much of the importance of the report is derived from the cumulative character of its evidence, which attempts to evaluate a summary of waste in industry from all contributing factors; and its importance is no less due to the impartial and authoritative source of the report. The Federated American Engineering Societies was organized in the latter part of 1920 and selected this study as one of its first tasks. The plan was to make a survey quickly as a basis for action and as a foundation for other studies. The present report, completed within less than five months, covers representative establishments in six industries, namely, building trades, men's ready-made clothing, boots and shoes, printing, metal trades and textile manufacturing. In addition to these industry studies, seven reports were prepared, dealing with nation-wide or general aspects of industrial waste, such as unemployment, industrial accidents, health and eye conservation.

In reading over the summary of findings in this report one is reminded of Mr. Brandeis' statement, now several years old, that the railroads could save \$1,000,000 per day on purchases and it appears that, despite the storm of disapproval with which it was met in certain quarters, that statement may well have been true. Waste in industry is found by the engineers to be attributable to (Report p. 8):

1. Low production caused by faulty management of materials, plant, equipment and men.
2. Interrupted production caused by idle men, idle materials, idle plants, idle equipment.
3. Restricted production caused intentionally by owners, management or labor.

4. Lost production caused by ill-health, physical defects, and industrial accidents.

On the question of responsibility, the report concludes that over 50 per cent of existing waste is due to management, less than 25 per cent to labor and least of all to outside contacts.

In arriving at the quantitative aspect of waste, comparison was made not with some impractical ideal but with standards that have been established and are actually being attained. The fact that the field work of the report was done by experienced engineers thoroughly familiar with the industries they were studying lends additional force to their findings. The following quotations tell the story in part:

The loss from idleness in shoemaking occasioned by waiting for work and material amounts to some 35 per cent of the time.

Among current magazines there are 18 variations in width and 76 in length of page or column. Among trade paper publications there are 33 variations in width and 64 in length. Among newspapers there are 16 in width and 55 in length. These variations cost the public not less than a hundred million dollars each year.

The average loss in clothing factories during running time, not including shut-downs, is between 30 and 35 per cent. Fixing the value of annual output in the men's ready-made clothing industry at \$600,000,000, it should be relatively easy to save three-quarters of a million dollars a day, an increase of 40 per cent in effectiveness.

Clothing factories are built 45 per cent larger than is necessary; printing establishments are from 50 per cent to 150 per cent over-equipped; the shoe industry has a capacity of 1,750,000 pairs of shoes a day, and produces little more than half that number.

Pressroom workers have been known to insist that a compositor be brought from the composing room to make the change to the next imprint, while they stand idly by.

Structural steel workers under certain rules must bring the steel from the unloading point to the building site, thus doing laborers' work at high cost.

The report is marked "first edition." It is to be hoped this implied promise is ful-

filled; that this is just a beginning and that the American public, industrial management and labor will become so thoroughly awakened to industrial waste and to possibilities of elimination as to bring about concrete results in the future.

BRUCE D. MUDGETT.

University of Minnesota.

WHITE, PERCIVAL. *Market Analysis. Its Principles and Methods.* Pp. 340. Price, \$3.50. New York: McGraw-Hill Book Co. Inc., 1921.

This book will probably meet with a ready sale for it is written in a style to attract the general reader and it is filled with suggestions that may be used to advantage by the business executive who is searching for means to rehabilitate his dwindling business. It should be in demand, also, in courses in marketing in colleges and universities.

The first few chapters are devoted to methods of collecting, analyzing and presenting the data obtained from market surveys; the later chapters, to the data that is to be obtained. The discussion of the questionnaire method of gathering information, in one of the earlier chapters, is good and is reinforced by a number of examples of questionnaires that have been used in actual market surveys. Indeed, throughout the book the author shows his familiarity with many surveys that have been made.

That part of the book dealing with the data to be gathered discusses in turn the product, the company, the industry, the company's competitors, its customers, etc. These chapters, in a very satisfactory way, offer suggestions as to the means by which the condition of trend of an industry may be determined and the position of a particular company within the industry established.

A very excellent feature of the book, which might well be copied by other authors, is the practice of inserting at the beginning of each chapter a skeleton outline of the contents. The author states in his preface that it is his intention to make revisions from time to time and to keep the book up to date.

To statisticians, I suspect the book will

appeal rather as a sign-post than as a set of traffic regulations. Its emphasis is more on the nature of the market than upon methods of analysis. But such emphasis is probably more needed in this field than an extended exposition of the statistician's art. Indeed the author has some misgivings in regard to statisticians, for he says, "There is danger in becoming too technical in interpreting figures and fact" (p. 61).

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POSTGATE, R. W. *Revolution from 1789 to 1906.* Documents selected and edited with notes and introductions. Pp. xvi, 400. Price, \$4.50. New York: Houghton Mifflin Company, 1921.

Mr. Postgate is well known to students of radical movements because of his other volumes, one of the most recent being *The Theory of Bolshevism*. In the volume under consideration he has presented a selection of documents that are admirably chosen and arranged, and prefaced with suitable introductions. The editor's sympathies could not be entirely concealed, but this difficulty he frankly acknowledges in the preface. After all, a selection without any point of view would be a poor one, and only a sympathetic editor should undertake the task of selection. A hostile one would probably fail to present what is needed—a picture of the revolutionary impulse, the soul of the movement. Also it should be noted that some of the decisions as to dates and documents are of necessity arbitrary.

The documents chosen are grouped into six chapters dealing with the French Revolution of 1789, the Intermediate Period, the Revolutionary British Working Class, 1832-1854, the Revolutions of 1848, the Commune of Paris and the Russian Revolution of 1905. The unreflecting conservative is destined to a rude shock when he finds the first selection in the volume is a section of the American Declaration of Independence. It is introduced, the editor explains, because its statement is of those principles which inspired the French Declaration of the Rights of Man. The fourth chapter, dealing with incidents from 1848 to 1855, prefaced by the Communist Manifesto and covering